


Neighborhood Planning for Community Revitalization



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**Center for Urban and Regional Affairs
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38th Street Market Study

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*This report [NPCR 1107] is also available at the following internet
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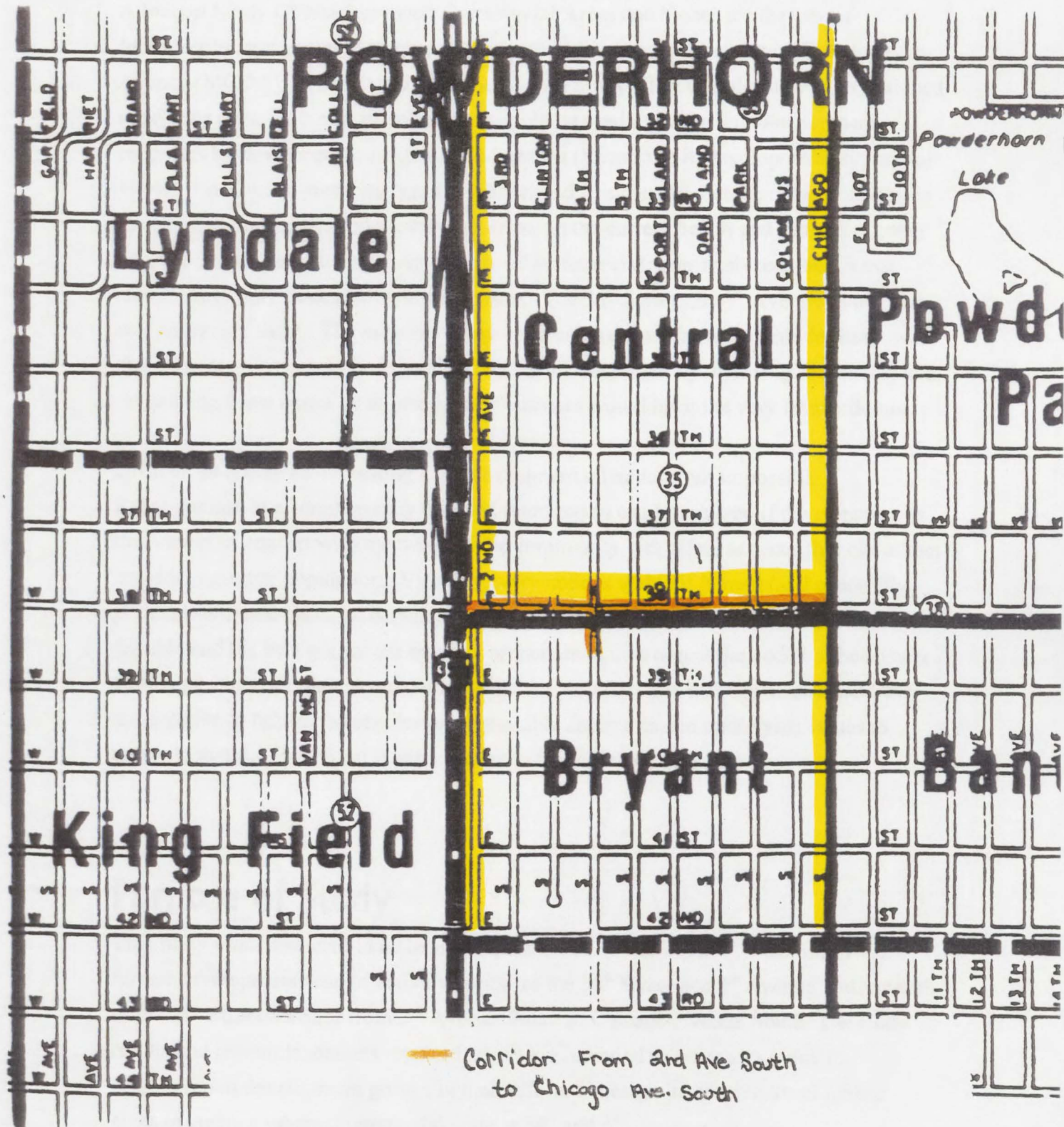
Executive Summary

Neighborhoods across the country have been devastated by the effects of macro economic forces such as the relocation of jobs (Blakely, 1994) from the city to outlying regions and even to other countries, the development of discount department stores in suburban communities; the end of the streetcar, and "white flight". Across this nation, what were once viable, healthy and thriving commercial areas are now too often rows of decayed and boarded storefronts, or underutilized commercial spaces. Immediately next to these suffering commercial spaces often lie boarded and/or severely neglected housing.

Dwindling federal generosity further compounds these dynamics. Since the 1980's responsibility has significantly shifted from the federal government to the states, local communities and the private industry to address the problems that create these issues (Blakely, 1994; Van Vliet, 1997). This shift of responsibility has the ability to cripple many neighborhoods which do not have the resources necessary to take on this change successfully. This is the very condition that describes the subject of this report: the 38th Street South and 4th Avenue South node and the corridor from 2nd Avenue South to Chicago Avenue South (see Map 1).

In order to pull the 38th Street and 4th Avenue node and the corridor from 2nd Avenue to Chicago Avenue out of its current state of paralysis, a coalition of neighborhood groups from adjoining neighborhoods and other advocates have worked steadily to establish plans for a cooperative grocery store. A number of reports by the Markham Consulting Group have presented data that supports the need for and viability of a grocery cooperative at the 38th Street and 4th Avenue node. In the mean time, while advances on this grocery cooperative plan are being made, the rest of the node remains unhealthy. The Bryant Neighborhood Organization (BNO) has taken further steps to address issues of viability at the node and answer the question posed, "*What's next?*"

One of the most important of those steps was action taken by the Bryant Neighborhood Organization to secure a grant from the Neighborhood Planning for Community Revitalization (NPCR) to conduct this very development research study and answer the question of what is best for the community's future, given available data and study results.



MAP 1

Introduction

A Market Study Of Neighborhood Commercial Areas and Nodes for the city of Minneapolis was prepared in June, 1996 for the Minneapolis Community Development Agency (MCDA). It is referred to as the Chiodo Study. The Chiodo Study was designed to provide data, tools and guidelines that could be used in evaluating development proposals by developers or neighborhood groups (Economic Redevelopment corporation, 1996). The Chiodo study analyzed neighborhood commercial areas (primarily nodes) in the city of Minneapolis and drew conclusions on the current health and success of these nodes to attract new business. Among the 57 commercial areas analyzed, the Chiodo study names only three healthy intersections. The 38th Street and 4th Avenue South node was not one of them. The most prevalent conclusion drawn from the Chiodo Study was that there are more commercial nodes than can be supported by their neighborhoods; and revitalizing these nodes by attracting new business would be at the very least arduous.

Difficult as it may be, recreating a viable commercial node is not impossible. Rehabilitation at a commercially crippled intersection can be realized if development of the node is in concert with the needs of the community, yet offers services that can attract a wider consumer population. Virtually every node is viable if human (and especially political) will and financial backing is present. The real consideration is what is the most feasible and the best use for the existing properties in question at the node? The answer to this question is dynamic and comprehensive; therefore, the best approach to address the question is holistic—considering all possible aspects and underlying issues to redevelopment. This report is presented with that approach in mind.

Purpose of Study

This study was conducted to address the question of "*What's next?*" Meaning, what further developments can effectively revitalize the 38th Street and 4th Avenue node as well as the 38th Street corridor from 2nd Avenue South to Chicago Avenue South. The study results and recommendations reported herein are intended to serve as a guide for neighborhood development groups in their efforts to design innovative development plans to create a vibrant commercial node at 38th and 4th.

Methodology

First, a look at existing reports concerning 38th and 4th¹ was taken to establish a foundation for further study. This study is primarily based on the Chiodo Report (1996), and the several marketing reports prepared by the Markham Consulting Group, Inc. (1996). Next, interviews were conducted with business owners, residents, employees in the area, active neighborhood members and city officials in order to gather empirical information to assess attitudes and perceptions of the study area. An evaluation of properties in question was also performed, and the study researched commercial possibilities for those properties in question. A volunteer survey was created to determine attitudes and perceptions of the trade area's diverse members and visitors, in order to identify what they name as the trade area's commercial needs they, as members of the community, would support. Lastly, this report discusses the results of the study and makes recommendations for revitalization and development.

The principal methods of data gathering for the primary market area were by empirical observation and a volunteer survey. The observational information was gathered during numerous visits to the area and talking with members of the community. Details on the properties in question were collected from the Minneapolis City Assessor Department to determine data such as tax values, zoning, current use of land, and square footage. This information was then organized in a spreadsheet for future use, and datum from the observational data gathering was plotted on a map² of 38th and 4th.

¹ The 38th Street and 4th Avenue South node and the corridor from 2nd Avenue South to Chicago Avenue will simply be referred to as 38th and 4th from this point forward unless otherwise specified.

² The map was produced by Minneapolis Public Works and courtesy of Council Member Brian Heron.

The survey for this study was conducted under the direction of the Bryant Neighborhood Organization. The survey questions were designed to obtain demographic information and help get a snapshot of the market demand for some specific reoccurring commercial development ideas for 38th and 4th; and help gauge the perceptions of those who visit and live in the primary market area ³. Representatives of the Bryant Neighborhood Organization distributed surveys over a two week period to numerous groups in the community. Some of those groups included, the Sabathani Senior Center, the BNO Issues Committee, the BNO Housing Economic Development Committee, and visitors of Phelps Park. A table was set-up at the Sabathani Community Center with snacks as an incentive for center visitors to volunteer filling out a survey. Survey volunteers had to be at least eighteen years of age. A total of 58 surveys were filled out and collected, then coded and edited and manually tabulated.

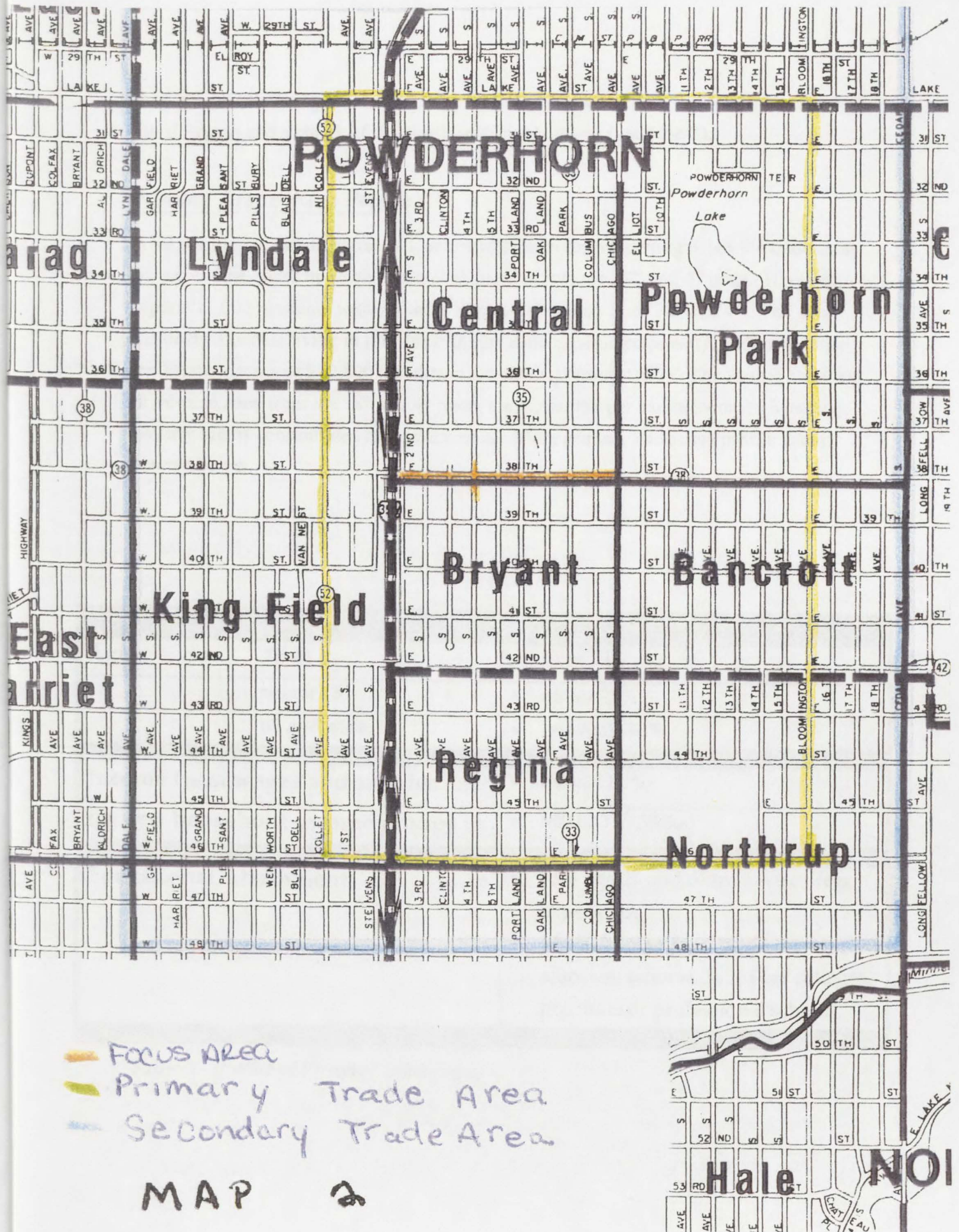
Demographics

A market analysis for the grocery cooperative was previously performed by the Markham Consulting Group (1995) which identified the trade area for the grocery cooperative (and subsequently for 38th and 4th). The Markham Study identified the primary and secondary trade areas (see Map 2). A categorical market analysis, such as this, was not duplicated in this study, instead, the results from the Markham Study are used as supporting material in this report.

Boundaries

The primary trade area roughly defined by the Markham Study (1995) takes into consideration three factors: drive time limits, social barriers and physical barriers. The boundaries are as follows: Nicollet Avenue to the west, Lake Street to the north, Bloomington Avenue to the east, and 46th Street as the south boundary. The corridor from 2nd Avenue to Chicago Avenue is shared by four neighborhoods in South Minneapolis. These neighborhoods are Central, Bryant, Bancroft, and Powderhorn; however, the primary trade area is not limited to just four neighborhoods. Seven other neighborhoods share boundaries with the primary trade area which extends westward to

³ The primary area includes the neighborhoods of Bryant, Bancroft, Central, Powderhorn, and Kingfield.



sections of both the Lyndale and King Field neighborhoods; and extends south to include all of Regina and a chunk of the Northrup Neighborhood (see Map 2).

Primary Trade Area Profile

Along with physical demarcations, Jamie Markham further distinguishes the trade areas by travel time zones up to ten minutes in proximity to the 38th and 4th node. His study reports 13,000 residents within a three minute drive-time from 38th and 4th. The great majority of people living in this three minute zone experience poverty, and have a low per capita income of \$10,800 (Markham Consulting Group 1995). The further away the drive-time zone from the 38th and 4th node, the higher the per capita income. Meaning, poverty seems concentrated around the node. More primary trade area profile data is charted below.

Age	15-44	• over 50%
	under 15	• about 25%
	65 and older	• less than 10%
Income from wages and salaries ⇒		• almost 80%
Largest household income groups ⇒		• \$20,000 to 39,000
Educational Attainment ⇒		<ul style="list-style-type: none"> • 55% age 25 and older have college experience • More than half are graduates of associate schools, four year colleges, graduate or professional schools.

Table 1 Profile of Primary Trade Area

Review of Existing Reports

Components of a Successful Business Node

The components considered necessary to achieve a successful business node according to existing reports⁴ (primarily market studies by the Markham Consulting Group, Inc. and the Chiodo Report), are described below. Following the description of components, explicit requirements for a business node identified by the Chiodo and Markham reports are listed..

Components:

Market Profile: A viable market for the proposed business is critical. A full analysis of the area's total population, population of earners, characteristics of both, and their buying power are necessary to assess and evaluate in order to determine the area market profile. Such information would include median income and total personal income, level of education, aggregate consumption patterns, and other factors like age and lifestyle of the population within the trade area.

Demand: Residents of the community must want or need the business services recommended as well as the buying power to support that demand.

Traffic Volumes: High traffic volumes have potentially contributed to the success of a business along primary routes, because of the high visibility, these businesses benefit. Primary routes facilitate the "going home" consumer phenomenon, in which en route home from work, consumers will stop along the way at convenient locations for commercial activity (Economic Research Corporation 1996).

⁴ The Bryant Neighborhood Organization and the Bryant Village Initiative jointly produced the Focus Group Report Responses and Recommendations, October, 1997. This report identifies seven themes, or areas of concern, by residents in the Bryant Neighborhood. The report details these concerns and advantages of each of these themes as expressed by participants of the focus group. Some of themes reflected issues identified in both the Markham and Chiodo Studies. Though noteworthy, the themes of the Focus Group Report will not be detailed in this report.

Off-Street Parking: Provided in front of a business establishment, this space provides convenience for customers, and an increased sense of safety from the visibility it provides by the open space it helps to create.

Competition: A competition profile is a necessary component for determining the success of a business node, because it takes into consideration questions that affect the bottom line such as the following: *Is the market experiencing saturation or nearing it for the proposed type of business(es)? What is the existing level of concentration? What is the proximity of established businesses to the proposed business? How close are the nearest commercial nodes and retail centers? How strong are they? What is the variety of price and products at these nodes and retail centers?*

Site Assessment: Existing properties considered for redevelopment at the node must provide essential needs for the proposed businesses such as space, technical support, traffic access and other provisions that would aid in the effective operation of the business. The prospective businesses must be positioned to achieve the greatest support possible by its immediate income earners, therefore, commercial space and parking facilities must be adequate and the physical characteristics at the node designed in such a way to attract the attention of local patrons while able to draw from a larger population of consumers.

Retail Concentration: The number of businesses at a neighborhood commercial node with "positive synergy"⁵ (Economic Research Corporation 1996) is identified as one of the strongest principals of retail development where businesses are able to assist one another.

Major Anchors: A major anchor such as a hardware or drug store, or supermarket is needed to serve as the neighborhood center. Supermarkets and drug stores have historically drawn the largest customer traffic for decades.

Security and Safety.

This component has grave importance . because it has a tremendous impact on attracting or deterring desired customers to a commercial area. The perception of or the real lack of safety is particularly debilitating for commercial development.

Explicit requirements for a successful business node:

...according to the Chiodo Report:

- a minimum of 40,000 square feet for a “good range” of convenience and neighborhood related uses
- strong anchors, i.e. supermarkets and drug stores
- minimum 10,000 persons in immediate trade area
- off street parking in front of store
- good perception of safety

...according to the Markham Study

- a substantial base of local expenditures (rough minimum of \$10 million)
- business that can sustain themselves without the support of other nearby businesses (i.e. adequate consumer traffic)
- businesses that can operate effectively in 8-12,000 square feet of space

Based on the market's current expenditure and components discussed above, the Markham Report explicitly names the following as possible successes for the 38th and 4th node.

- an apparel store
- a grocery store
- a hardware store

According to a report by Joel Spoonheim, the components discussed above are traditional measures for determining the viability of nodal economic development. Spoonheim argues that while these traditional criteria are critical applications to the commercial viability analysis, there are other measures to consider. These other criteria are described

as non-traditional and include: business stability, public space, mixed use, on-site property ownership, related services, architectural aesthetics, and neighborhood versus regional customer base.

Challenges:

The reports also go on to describe some of the challenges for development at neighborhood nodes, particularly at 38th and 4th. Two of those challenges described by the Chiodo Study are 1) the industry trends⁶ mentioned in the executive summary of this report, and 2) the undesirable vacancy rate created by the existing commercial space beyond the support capacity of the market.

The Markham Study describes boundaries as a challenge, which limit the attraction of consumers to the primary trade area of 38th and 4th. According to Markham, differences in income and social status are boundaries and may be the greatest limitations to economic development in the trade area. Issues of race is another significant limitation in the area. In addition to these social challenges, the physical hindrances are the Interstate Highway 35W along the west end of the primary trade area and Minnehaha Creek and Parkway to the east. Competing alternatives is another challenge for 38th and 4th. The Markham Study lists four other nodes within the 3-10 minute drive-time zone. This is not only a challenge for attracting consumers to the node, but businesses as well.

Other challenges identified by the Markham Study are the limited commercial activity at 38th Street and 4th Avenue to help attract customers and the competing alternatives that currently serve most consumers within the three minute zone.

6

Advantages:

The Markham Study argues the following as advantages for 38th and 4th:

- 38th Street provides convenient access to both east-west destinations with no barriers to north-south access along 4th Avenue.
- There is good, underutilized commercial space, and
- As it relates to the grocery cooperative, the majority of supermarket competition is 10-15 minutes away with the greatest competition located at Nicollet and Lake Streets.

Response to Existing Reports

The contentions of the Chiodo and Markham reports were considered and investigated. Arguments of the two reports are responded to in this section.

Components

While it is recognized that the traditional criteria and the components discussed in the review of research are widely accepted determinants of the success of a business node, there are other helpful considerations to take into account. Additional criteria described by Joel Spoonheim (1997) go beyond normative confines of conventionality. The nontraditional criteria he contends apply a comprehensive approach in determining viability and is an approach that yields greater accuracy in devising plans for neighborhood redevelopment.

In taking a comprehensive approach to redeveloping neighborhoods, the following questions can be asked and considered in addition to the aforementioned components.

- Are similar businesses or nearby business nodes experiencing the level of success envisioned for either the proposed business or the entire business node to be developed?
- What factors contribute to their level of success?
- What is the likelihood of replicating that level of success considering the intended trade area and market characteristics?

Explicit requirements for a successful node according to the Chiodo and Markham Studies:

Although supermarkets, drug stores, and hardware stores can be strong anchors, they are not the only types of businesses that can provide a strong base in a neighborhood. The characteristics and needs of the neighborhood are necessary to determine what type of business can actually provide strong anchoring. The best anchor may lie in what can be considered a non-traditional business, but best meets neighborhood/community needs.

Summary of Survey Findings⁷

Most of the 58 respondents live in the Bryant Neighborhood, and 40 of these survey volunteers are home owners. The largest number of respondents have lived in the neighborhood for 20 or more years, and plan on living in their respective neighborhoods for at least 20 more years, or have no plans to move⁸. Most of the volunteers reported not having children; were aged 60 and over, were female, and reported an annual household income of \$26,000 to \$35,000.

⁷ For actual survey results see Appendix _____

⁸ The majority of those who had no plans to move were aged 50 and over.

The survey asked about business development possibilities at the node. The following businesses were listed in the survey: dry cleaner using environmentally safer⁹ solutions, 24-hour child care; food take-out, laundromat and coffee shop. When asked if there is a need for these businesses, more than half of the respondents answered "yes", however, when asked the likelihood of consumer support, the coffee shop and food take-out received the greatest votes, respectively, while the dry cleaner with safer solutions ran closely behind.

Forty-six of the 58 survey volunteers own transportation and 28 out of 47 who responded to the question, "Do you ride the bus?", either hardly ever or never use the bus for errands or shopping. When shopping, the majority of respondents shop at malls and discount department stores while thrift store shopping was reported to be the third most popular shopping preference. If a store similar to the ones where respondents currently shop were located near 38th and 4th, 30 of the 54 respondents to this question would rather shop at the new location near or in their neighborhood.

As it relates to the co-op grocery store, the four greatest reasons survey volunteers would patronize it are as follows in order of popularity with a tie for fourth place: 1) if the prices were low 2) if natural foods were stocked 3) if fresh meat with a butcher on the premises were available and 4) if the co-op grocery store provided a deli with prepared foods and if the co-op offered both organic and conventional foods. Provided these conditions were met, respondents reported a likelihood to shop at the grocery co-op frequently.

Question number 17 of the survey attempted to capture the attitudes and perceptions of 38th street within the primary trade area by asking those surveyed to speculate on the likelihood of the future for 38th Street. Overall, respondents remain optimistic about the future of 38th street for the next five or so years. The high number of responses in the "somewhat likely" category between "very likely" and "not likely" possibly indicates a convincing level of uncertainty for the community's future.

⁹ "Safer" means employing carbon based machinery versus machinery that uses perchlorethelyne which is the conventional method.

The results of the survey confirmed conclusions drawn from previous questionnaires on neighborhood concerns and matters expressed during the individual interviews. Albeit, there are limitations to the survey. Given available resources, the survey was limited to a volunteer process versus a door to door canvass as originally designed. The number of survey respondents are not representative of the primary market area, hence drawing solid generalizations is limited.

Site Assessment

Data on the properties in question are charted on the following page. These properties along 38th Street are either underutilized, abandoned or conflict with objectives set by the Bryant Neighborhood Organization Revitalization Plan (1994) and the Central Neighborhood Study (1994) for the primary trade area.

Evaluated Challenges and Advantages

Below is an evaluation of the challenges and advantages for commercial development at 38th Street and 4th Avenue. These views are based on observational data and empirical evidence in the primary trade area gathered through numerous visits to the area; interviews conducted with community members, public officials; and insights gained at neighborhood meetings. The challenges and advantages discussed reflect conventional criteria, however are primarily unconventional in scope.

Evaluated Challenges:

Household buying power. Per capita income is predicted to be a low \$13,007 for the primary trade area and \$19,634 for the secondary market by the year 2000.

38th Street Market Study

Property Data

PROPERTY ADDRESS		OWNER	PROPERTY TYPE		ZONING	GROSS BUILDING AREA	LOT SIZE	LOT DIMENSIONS
NUMBER	STREET							
			Land Use				SQFT	
3759	4th Ave S	Masjid An-Nur/Islamic Ctrs	Religious	B32	Community Retail	4,800	7,978	60 X 133
3753	4th Ave S	Cornelia Travis	Commercial	B32	Community Retail	1,320	2,715	22 X 133
330	38th ST E	City of Minneapolis	City Services-- Fire Station	B3S2	Community Service	13,761	29,520	IRREGULAR
3744	4th Ave S	Spokesman Recorder	Commercial	B3S2	Community Service	3,900	5,720	40 X 131
3800-06	4th Ave S	Sam Reuben	Residential	B3S2	Community Service	7,200	3,686	41 X 90
3800-06	4th Ave S	Sam Reuben	Commercial	B3S2	Community Service	7,200	3,686	41 X 90
3810	4th Ave S	Gail Reuben	Commercial	B3S2	Community Service	0	2,625	35 X 75
345-47	38th ST E	BE Jennings	Commercial	B3S2	Community Service	3,465	3,150	35 X 90
341	38th ST E	38th Street Church of God	Commercial-- multi-bldg parcel	B3S2	Community Service	1,980	5,008	40 X 125
3801-03	4th Ave S	Steele Construction Co. Inc.	Commercial	B3S2	Community Service	4,800	2,107	43 X 49
3801-03	4th Ave S	Steele Construction Co. Inc.	Residential	B3S2	Community Service	4,800	2,107	43 X 49
407-11	38th ST E	Minneapolis Urban League	Commercial			5,176	8,353	IRREGULAR MUL ADDRESS
407-11	38th ST E	Minneapolis Urban League	Commercial			5,176	8,353	IRREGULAR MUL ADDRESS
3801	Clinton Ave S	Lenny & Sherice H. Nelson, Jr.	Residential	R2	Single & two family	1,344	10,880	68 X 160
3801	5th Ave S	Maurice Jones	Residential DB	R1A	Single family	1,808	3,025	25 X 122
3800-02	Portland Ave S	Yoko F. Kpoto	Apartment	R1A	Single family	6,921	6,050	50x122
3809	4th Ave S	Raymond R. Rose	Residential DB	R1A	Single family	1,906	5,200	40X130
3801 (05)	Park Ave S	Nathan Geurts	Commercial	B3S3	Community Service	1,091	9,065	77.50 X 117
3800	3rd Ave S	Alfreda M. Leonetti Tax: William Clemons	Commercial	B2S1	Neighborhood Svc	654	5,202	39.80X130
3813	4th Ave S	Raymond R. Rose	Apartment	R1A	Single family	3,722	5,200	40X130
3812	4th Ave S	Sam Reuben	Residential	R1A	Single family	1,160	5,016	38.3X132

38th Street Market Study

Property Data

STRUCTURE VALUE	LAND VALUE	TOTAL VALUE		CURRENT USE	AGE	LEVY	SHAPE	NBHD
\$\$	\$\$	\$\$						
45,000	16,000	61,000	CCH	Church	1900	Exempt	Regular	54
17,000	7,000	24,000	CRS	Small Retail	1921	5	Irregular	54
1,319,000	59,500	1,378,500	CDF	Police/Fire facility	1992	Exempt	Irregular	54
64,000	14,000	78,000	CWK	Workshop	1958	5	Regular	54
22,500	6,500	29,000	CRA	Retail & Apartmts	1909	5	Regular	57
14,500	4,500	19,000	CRA	Retail & Apartmts	1909	5	Regular	57
0	6,000	6,000	VPK	Park lot Misc Bldg	1900	5	Regular	57
31,000	11,000	42,000	COS	Store & Office	1922	5	Regular	57
57,000	15,000	72,000	CCH	Church	1922	Exempt	Regular	57
24,500	3,000	27,500	CRA	Retail & Apartmts	1908	5	Regular	57
24,000	3,500	27,500	CRA	Retail & Apartmts	1908	5	Regular	57
18,500	7,000	25,500	COF	Office	1901	5	Irregular	57
58,500	18,000	76,500	COF	Office	1901	Exempt	Irregular	57
73,100	14,900	88,000	R1A	Single Family	1992	5	Regular	57
17,200	4,800	22,000	M2D	Duplex	1900	5	Regular	57
72,000	18,000	90,000	A14	4 or 5 Unit	1914	5	Regular	57
33,000	10,600	43,600		Duplex	1906	5	Regular	57
15,000	30,000	45,000	CAT	Veh Eqpmt Rep&Maint	1940	5	Regular	57
7,000	13,000	20,000	CFC	Restaurmt Cafeteria	1931	5	Regular	57
67,500	10,500	78,000	A1R	4or more M-Fam.&Rm	1915	5	Regular	57
29,000	10,500	39,500	R1A	Single Family	1900	5	Regular	57

Underutilized space.

A few establishments at 38th and 4th are not serving the highest use possible for the neighborhood and primary trade area. Two such establishments are a storefront church at 341 38th Street and a hair salon at 3759 4th Avenue. Although underutilized space is better than boarded commercial buildings (all else equal), maximized commercial use facilitates a strong, vibrant node.

Competition.

A number of business nodes with several establishments exist within a mile of 38th and 4th —nodes already patronized by residents of the primary node. Drawing and maintaining a substantial customer base will demand creative resources and innovation.

Housing stock.

The housing stock adjacent to the node is severely deteriorated. Over half of the properties one block south of the node are decayed, boarded or vacant. The residential and commercial health of a community are interdependent and reflections of one another. A statement by Earl Rogers of Southside Neighborhood Housing Services best sums it up, "A housing issue is an economic issue".

Real crime and the perception of crime.

Residents in the Bryant neighborhood are highly frustrated with the crime activity in the area. In fact, according to Officer Nelson, CCP Safe¹⁰ for the Bryant Neighborhood, the amount of serious homicides and aggravated assaults have increased in recent years, and along with it, the feeling of being unsafe in the area. Crime is of special concern to residents as noted in the Bryant Neighborhood Organization Focus Group Report (Bryant Neighborhood Organization & Bryant Village Initiative 1997).

Loitering youth.

Unattended young adults and children in the area can foster a heightened sense of feeling unsafe by some potential consumers and may be thought of as a nuisance.

¹⁰ Community Crime Prevention/Safe.

Funding and political support. As it stands, the Chiodo report does not consider the 4th Avenue and 38th Street node viable. In an interview with Rebecca Yannish and Bill Tetzlaff of the MCDA on April 1, 1998, it was expressed that 38th and 4th is considered primarily residential; and that the MCDA will only be involved in the development of the grocery co-op and has committed \$500,000 to buy out existing businesses at the node for the implementation of the grocery cooperative plan. Even before development of this grocery co-op begins, several million dollars of additional investment must be identified as a prerequisite set by the MCDA before proceeding with implementation. This process has not seen significant progress over the last couple of years¹¹. Political support and enthusiasm are lacking.

Administrative resources. The energy, motivation, innovation and tenacity of volunteers and grassroots efforts are the foundation for successful neighborhood progress across this country. The Bryant Neighborhood Organization has one full time staff person, a few active volunteers and only half of its block clubs are active. Although other neighborhoods are involved in the redevelopment process of 38th and 4th, the BNO is the spearhead for this undertaking. With deficient volunteer participation, the BNO is limited in what it can accomplish in satisfactory time frames.

Another significant administrative resource, is organization within the organization. Systematization and coordination of people, resources, activities, and action plans is also critical to seeing real progress in neighborhood revitalization. This resource is present in the neighborhood organization process to redevelop 38th and 4th, however is currently limited.

Communication limitation. Throughout the interviews conducted with residents, organization members, workers in the neighborhood and public officials, it was concluded and reaffirmed with every interview that communication between parties either having interest in or effected by development at 38th and 4th was insufficient. A majority of the members of the existing establishments along the corridor were not aware of any studies

¹¹ 1996 is the reported year when vigorous efforts to develop a plan for the grocery co-op began, pioneered by the late Ken Meyers of the Minneapolis Urban League.

conducted for 38th and 4th, nor were they aware of recent victories in the community; nor aware of neighborhood meetings or events. Further, neighborhood organization members were uninformed on political processes.

Attitude at 38th and 4th. As observed through numerous visits to 38th and 4th at different times of the day on different days of the week, a seemingly high proportion of persons who live, or traverse the area show an ill-regard for the area as evidenced through strewn trash and reckless driving behaviors. It is unclear, and beyond the scope of this study, whether or not this attitude exists as a result of reactions to the immediate environment, or if this attitude is a reflection of individual value systems in the area. Wherever its origin, it may be the salient social challenge to address.

Evaluated Advantages:

Traffic. Although both studies report that heavy traffic and primary routes are important components to the success of a business node, the fact that over 25% of the households in the Bryant area commute by bus and almost 30% do not own a vehicle may be one of the greatest assets to the business node. A characteristic such as this increases the justification of a neighborhood co-op and other neighborhood oriented establishments that residents can immediately access, because of the afoot proximity to their homes. Consistent traffic generated by the numerous programs offered at Sabathani Center, and church-service traffic generated by Greater Friendship Missionary are other substantial sources of pedestrian traffic for the node.

Concerning vehicular traffic, the location of the Interstate 35 ramps less than a mile of 38th and 4th facilitates the node as a convenient "going home" stop. There are no traffic barriers along 38th Street, nor along 4th Avenue. In fact, traffic volumes in the primary trade area can be very high. Traffic counts by the Public Works department of the City of Minneapolis, reports a 24 hour average for 38th

Street between Park and Chicago of 9,300¹², and between 2nd and 3rd Avenue, 9,900. On Portland Avenue just north of 38th Street, vehicular averages were 10,600; and at Park Avenue are 7,200 a day.

Stability.

Although there may be establishments at 38th and 4th in need of physical improvements, the stability of **other establishments has can potential help attract any new businesses.** Greater Friendship Missionary Church, the [now] Hindu church, Minneapolis Spokesman, Urban League, beauty salon and Sabathani Community Center have been "permanent fixtures" in the neighborhood--some for over 30 years. Node stability plays an important role in attracting new businesses.

Labor pool.

A large majority of the households in the Bryant neighborhood have at least a high school diploma or GED (Markham Consulting Group, 1995). Some even have college experience or a college degree. Residents expressed eagerness to have businesses in the neighborhood where they can also be employed (Bryant Neighborhood Organization & Bryant Village Initiative, 1997). It is very likely that the professional staffing needs¹³ can be met by the immediate labor pool. **Part time low cost employment....**

Youth members.

Despite loitering, youth in the neighborhood are a tremendous asset. The natural abundance of energy the youth have and desire to "do something" with their time and lives is an asset that can be used for neighborhood appearance improvements, such as lawn mowing for seniors and neighborhood clean up. These beautification efforts can increase neighborhood pride and a sense of ownership among the youth (and adults alike). Pride and ownership are foundations for neighborhood and community social sustainability.

¹² Mechanical tube traffic counts were performed September 23, 1996, Minneapolis Traffic Engineering.

¹³ Staffing needs and operations are illustrated in the New Community Cooperative Grocery Business Plan by Jaimie Markam 1996.

New Households.

The survey reveals that 10% of the respondents are new to either the Bryant, Bancroft, Central, Powderhorn, or Kingfield neighborhoods—having moved within the last three years. In the interviews conducted, residents report not only many new households to the area, but families of different ethnic and cultural backgrounds. These new households present an opportunity for neighborhood groups to increase its membership base and boost cultural-related businesses.

New terrain.

Although challenging, the “new terrain” of redevelopment at this business node has many aspects that can create excitement and hope for a vibrant community. People have something to feel “fired-up” about that positively effects their quality of life. The hopes of a renewed neighborhood has the power to expand the vision for the neighborhood and community and strengthen the confidence of its members, thereby encouraging a greater sense of ownership.

Downtown view.

The 38th and 4th node offers an eye-catching view to downtown Minneapolis, making one feel as if 4th Avenue leads directly to the sites and sounds of the heart of the metropolis. This view of the downtown Minneapolis skyline is an aesthetic value the node has which also provides a marketing opportunity. This downtown view, with some creativity, can be woven with the vision [of Ken Meyers] for the community and notably 38th and 4th.

Timing of action and recent victories.

Before the primary trade area experienced further despair, community members saw the need to act in a significant way, not only by working toward the establishment of a grocery co-op and addressing decline at 38th and 4th, but by addressing other issues and accomplishing notable victories. Some of those victories are forming the 38th Street Task Force, the Bryant Village Initiative; other collaborations such as with Phelps Park and Hosmer Library for building infrastructure improvements; and the launching of the Summit Academy OIC Bryant Neighborhood YouthCorps¹⁴ Other victories include closing down numerous drug houses since 1995; increasing the number of block clubs; and lastly, building new housing and funding home improvements. These victories help build confidence in the community. The timing of these actions and accomplishments was appropriate—catching the trade area before it fell into a state of hopelessness.

Recommendations

Since a large proportion of residents in the immediate trade area do not own a vehicle, it is behooving that proposed retail development at the node compliments the needs of the immediate population. Recommendation¹⁵ for economic development along 38th Street, between 2nd and Chicago Avenues is based on observational data, results of other studies, survey responses and interviews. A summary of the recommendations is provided in the table below, proceeded by a breakdown and discussion of each recommendation.

The scope of this study provides a general overview of the issues which are concomitant with answering the question of "*What's next?*" for the development of 38th and 4th.

Most of the recommendations for the properties listed for redevelopment are permitted by the current City of Minneapolis zoning codes ¹⁶(see Appendix B for codes). Code implications are discussed where applicable.

¹⁴ According to Bryant News, the BNO news letter, YouthCorps is a year-round program where youth ages 10-13 are provided with employment and leadership opportunities through neighborhood beautification.

¹⁵ Although research was conducted on each of the recommendations below, rigorous study and investigation can better provide further information that addresses political potential cost issues.

¹⁶ Refer to the Property Data table on page 14-A.

Property Address	Property Description/ Status	Recommendation
3800-06 4 th Avenue	Fourth Avenue Market	Grocery Co-op in progress
3810 4 th Avenue	Vacant lot	Commit to Grocery Co-op construction
3812 4 th Avenue	Single Family Residential— Poor	Buffer area between co-op (commercial) residential
Alley between 3810 & 3812 4 th Avenue	Alley	Vacate alley for grocery co-op constructi
345-47 38 th Street	Commercial space & church	Commit to Grocery Co-op construction
341 38 th Street	38 th Street Church of God	Commit to Grocery Co-op construction
407-11 38 th Street	Minneapolis Urban League	Redesign space exclusively for MUL
409 38 th Street	Dental Office	Relocate
3801-03 4 th Avenue	Steele Construction Co. Inc.— vacant	Expansion space for Urban League
3809 4 th Avenue	Single family—poor	Expansion space for Urban League
3753 4 th Avenue	Beauty salon—underutilized	Relocate from neighborhood
3801 Park Avenue	Old gas station/repairs garage	Location for dry cleaner using safer solu
3800 3 rd Avenue	Restaurant—boarded	Expand to food drive-up service
3751 Portland Avenue	Portland Avenue Foods and Deli	Create into “international” coffee shop
3800-02 Portland Ave	Apartment building—boarded	Renovate and rent
3801 5 th Avenue	Single Family—boarded	SNHC ¹⁷ /renovate and sell

Table 2 Summary of Properties and Recommendations

¹⁷ Southside Neighborhood Housing Services.

Grocery Cooperative

3800-06 4 th Avenue	Fourth Avenue Market
3810 4 th Avenue	Vacant lot
3812 4 th Avenue	Single Family Residential—Poor
345-47 38 th Street	Commercial space & Church
341 38 th Street	38 th Street Church of God
Alley between 3810 & 3812 4 th Avenue	Alley

- design open space around co-op
- design parking spaces in front of grocery co-op
- widen sidewalks around co-op
- design landscape with attractive greenery
- vacate alley

The addresses above and the vacation of the alley provide well above the 8-12,000sqft of necessary space to effectively operate the grocery co-op as defined by the Markham Study (1995). The properties provide over 19,485sqft of space to effectively build and operate the grocery cooperative while allowing for parking and an attractive buffer zone between the co-op and the residential area. Adequate space for the buffer zone is helpful in creating open space may help deter criminal activity.

Relocation of proprietors and residents alike is an issue for development of the grocery cooperative. Residents do not necessarily have to be displaced, and can be relocated with the assistance of the Southside Neighborhood Housing Services (Earl Rogers 1998). Finding other housing in the primary market area is not especially challenging, according to Earl Rogers, the agency's executive director. Coordination and cooperation of the neighborhood organizations in the trade area are important elements that will facilitate the success of housing relocation.

In order to provide the grocery cooperative with off street parking, create open space and a buffer zone, the alley will have to be vacated. Vacation of an alley necessitates a public

hearing by the planning commission and could possibly delay project progress. However, political support can mitigate complications.

The co-op should be designed with adequate office space allowance for a neighborhood "cop shop" to help address the issue and perception of safety in the neighborhood. Conflicting arguments about the true effectiveness of a cop shop on crime statistics in a neighborhood exists among residents and practitioners, yet it seems a widely accepted opinion that police presence can help raise the comfort and safety levels for law abiding citizens. Officers assigned to the cop shop in the trade area and immediate neighborhoods of the node (primarily Central and Bryant neighborhoods) must be active beat officers. And, the motivation, synchronization and volunteer support of the surrounding neighborhoods are critical for the success of the cop shop.

Lastly, building moderately priced residential units of studio, one and two-bedroom size above the grocery co-op is ideal to increase population density and "eyes" on the node, while likely multiplying the level of patronage to the co-op below. The view of downtown that can be enjoyed from atop the co-op is an aesthetic value to market for the node. Here, with adding even more rental property to the immediate area which has an unstable housing market, one of the keys to successful management will be strict and enforced leases. The other key will be a thoughtful lease provision requiring that residents attend a predetermined number of neighborhood meetings as a link to affecting safety in the area (the meetings can effectively increase neighborhood pride and ownership in renters). Residents can be asked to discuss their casual observations in the neighborhood and community on [primarily] safety issues.

Urban League Facilities Expansion

407-11 38 th Street	Minneapolis Urban League
409 38 th Street	Dental Office
3801-03 4 th Avenue	Steele Construction Co. Inc.
3809 4 th Avenue	Single family
3813 4 th Avenue	Multifamily
3753 4 th Avenue	Beauty salon

- relocate current dental office to 3753 4th Avenue
- widen sidewalks
- renovate existing property at 3801-03 4th Avenue if cost effective or demolish for new construction
- create buffer zone between Urban League and adjacent residential property

The Urban League seeks to centralize its programs and has pursued moving its offices and programming in the recent past to a location that provides more office space, according to the former director, Laura Scott Williams. However, since a high concentration of the target population served by the Urban League is located in the Bryant and Central neighborhoods, it is most appropriate for the Urban League to remain at 38th and 4th. Considering the Urban League seeks more office space, the dental office located within the Urban League building should be relocated allowing the expansion of facilities and Urban League programming. The owner of Lady Travis Hair World at 3753 4th Avenue has expressed a desire to be relocated out of the immediate market area (June, 1998). The dental office can be relocated to this space.

The property immediately west of the Urban League (3801-03 4th Avenue) may be salvageable by a moderate and cost effective renovation, yet a full site evaluation could prove otherwise. In that case, new construction should allow for broadening the sidewalks at both 38th Street and 4th Avenue, open space, attractive landscaping and possibly (attractive) fencing. The properties south of the Urban League (3809-3813 4th Avenue) can be used for office expansion, parking spaces and a buffer zone. Demolishing more

residential property for facilities expansion should be avoided. If space beyond the recommended is sought, vertical expansion (a second story) could be considered or moving salvageable houses to nearby vacant lots.

Although it is recommended that the residential properties be utilized for business expansion, rezoning is not required in this case. In addition to being zoned residential, educational and cultural facilities, recreational and social facilities are also permitted uses at the listed addresses—uses that are consistent with services provided by the Urban League. Transitional parking lots are also permitted at these properties by the current zoning codes. This allows for the provision of the necessary parking lot.

The Urban League is an essential element to the 38th and 4th node sharing at least a 19 year relationship with the neighborhoods at that location, providing programming for families and youth that compliments several goals of the Bryant Neighborhood Action Plan (1994) such as, “Reduce the crime and increase the safety in the community by exposing residents to a variety of life choices” and “Provide support to the implementation of the youth and family goals, objectives, and strategies”. It behooves the neighborhood partners to work closely with Urban League program directors and the board of directors to see that the family and youth programming facilities remain at the node. The possibility that the Urban League may relocate should be heeded with all seriousness. —enough to consider the expansion an MCDA project for public purposes¹⁸ and utilize the powers of eminent domain.

¹⁸ In order for a project to be considered a public purpose, it would have to be looked at as a redevelopment project by the MCDA. In such a case, the existing properties proposed for the project must either be blighted or underutilized. A feasibility assessment is performed which considers assemble, acquisition, relocation of existing businesses, and demolition costs. A market analysis must be conducted and the question, ‘Can this project be financially supported/funded?’ must be answered (Mike Schwab, MCDA Development Counsel) before the project proceeds.

Dry Cleaner Using Environmentally Safer Solutions

3801 Park Avenue

Old gas station/repairs garage

This property seems to be the most difficult of them all in terms of use conversion. A "safer"¹⁹ dry cleaner seems to be a choice that residents would support for 38th and 4th. The above property has two things going in its corner. One, it is zoned for a dry cleaner, and two, the owner has expressed a willingness to sell at this time. Not only would this dry cleaner serve the needs of the immediate community, a "safer cleaner" has the potential to attract support from a much wider area—particularly commuters from the southern edge of the city of Minneapolis who use Park and Portland Avenues to-and-from work in the downtown area.

Although a cutting edge idea and an attractive feature for the primary trade area, new technology for a safer cleaner is still in its development stages and an experiment, according to the Association of Minnesota Dry Cleaners and the International Fabricare Institute (1998). Both membership organizations recognize the market interest for environmentally safer dry cleaning services, nonetheless they urge not to disregard the conventional method. In its present stage of development, carbon based machinery consumes a lot of space and is not as cost effective when compared to conventional cleaning (Sam. Schwartz, International Fabricare Institute). Furthermore, the space of 1,091 feet of building area available at this location will not be enough for a full scale dry cleaner, but is enough for what is called a dry store (Sam. Schwartz).

A dry store is a drop-off and pick-up location for dry-cleaning, from where the soiled clothes are shipped to the actual processing facility. Pursuing a dry store avoids stumbling blocks associated with a full scale cleaner such as sewer and environmental provisions. It is much simpler to operate and can do so in the available space at 38th and Park. Special skills are not necessary for employees. This provides opportunity for jobs

¹⁹ "Safer" means employing carbon based machinery versus machinery that applies perchlorethylene which is the conventional method.

for teenagers. Seeking consultation services from Twin Cities experts in establishing a dry store for a safer cleaner is recommended.

It may not seem obvious why a dry store for a safer cleaner is recommended, when the safer cleaner processing facilities will not physically be located along 38th Street, but instead a drop-off/pick-up site. An argument may be made that moving forward with a dry store for conventional cleaning or perhaps a completely different use is best due to the contingencies of a safer cleaner. With this view in mind, the recommendation of a dry store for a safer cleaner remains, because the community and especially the Bryant Neighborhood has the opportunity to participate in an aspect of cutting-edge technology—another marketing angle for the area.

Carbon-based extraction machinery is applied in other countries but primarily for scientific purposes, not on delicate fabric²⁰. Furthermore, complete development of the targeted area from 2nd Avenue to Chicago Avenue along 38th Street will not occur rapidly. The current and primary project is the grocery cooperative. Meanwhile development logistics, partnering and planning comes together and the construction of the grocery cooperative materializes, carbon based technology (or another approach for a safer cleaner) is likely to be fully developed and ready for a commercial market.

Community Café/Coffee Shop

3751 Portland Avenue	Portland Avenue Foods and Deli
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- design the landscape for semi-private²¹ outside seating
- hire workers from the primary and secondary trade areas
- provide an “international” menu
- design interior of café in an “international” fashion
- design physical environment thoughtful of traffic in the area

²⁰ The most critical task in the ongoing experimentation is determining garment reactions and shrinkage limitations of principally delicate and special fabrics.

²¹ Where customers are not completely open to passing traffic on every side of the front lot. This can be accomplished with burms, shrubbery and three-foot portable panels outside.

Residents have expressed that there is no "meeting place" for them, and a place where all can go and gather with friends and neighbors (Bryant Neighborhood Organization and Bryant Village Initiative 1997). The existing property at 3751 Portland Avenue provides the space and ideal location for such a meeting place—a neighborhood café and coffee shop. Not only does a café at this location fulfill the need for the local residents, it can draw traffic from those who live outside the secondary market area making their trip home. The high volume of traffic at pique hours along Portland Avenue at 38th Avenue is a comparable advantage.

The population within both market areas consist of various ethnic and cultural backgrounds. Neighborhood residents expressed a recent trend of persons and families of various ethnic and cultural backgrounds moving to the primary trade area. This trend is an unique characteristic of the community and one that calls for special needs and creativity to promote. While some social challenges may lie ahead, the café presents opportunities that could potentially affect considerable positive change in the neighborhood. One of which is the opportunity to create (or expand) home based businesses by area residents who can provide the café with special ethnic food, entertainment, or other services.

There are critical considerations to bear, however, such as the various cultural differences that can either compliment or clash with one another; and the physical design will have to pay special attention to creating an environment that can deter crime. In addition, courteous customer service and "well roundedness" skills by café employees is important; and lastly the café manager must not only operate the café in a fiscally sound manner, but must also possess strong interpersonal skills and his/her ability to communicate effectively, courteously, yet assertively when necessary, with persons from all walks of life. This will play a significant role in maintaining a strong customer base. The key point here, is that *everyone* must feel welcome at all times while nuisance behavior is not tolerated. Not only must a neighborhood build up its physical environment, it must also develop its emotional and social environment—how people feel about where they live and interact with others.

The existing convenience store sells less than fresh produce and questionable fresh packaged goods. The operator of the store has recently experienced repeated legal

business problems. Neighborhood residents in both Central and Bryant as well as public officials are suspicious of negative activity in and around the store. The development of the coffee shop under new management seems most appropriate.

Restaurant Drive-Up-Window Service

800 3 rd Avenue	Restaurant—boarded
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- renovate building while preserving building characteristics
- vacate adjacent alley

Previously, named the “French Quarters” which served hot-dogs and ice cream from a service window, this quaint property can be renovated, extended and returned to its previous use but as a drive-up (drive-through) restaurant with an expanded menu. Through numerous conversations and informal interviews with neighborhood residents, there is a great desire to have a restaurant in the area. however, residents have also stated that they do not want traffic to “hang around” in the area. A drive-up food service is ideal. This business may not necessarily attract much traffic from outside the primary market area, but the population in the primary trade area could prove to be heavy enough for the restaurant to thrive. Alfreda Leonetta, former owner of the property (from 1976-1995) says that the drive-up service was an “excellent business...”. Leonetta is soon to sell the property (as of July, 1998). Collaboration between the new owner(s) and the Bryant Neighborhood Organization, 38th Street Task Force and BVI is important.

In order to provide adequate space for drive-up customers, it would be helpful to vacate the adjacent alley. This would require a request by the council member.

Although a restaurant is a permitted use , there are zoning implications with developing a drive-up window food service. First, the zoning would have to be modified from the current B2S-1 to a B3S-3 which allows for drive-in restaurants. Permitted use for the drive-up service will be determined by a number of factors which include, but are not limited to the following:

1. The number of people expected to serve
2. Menu (fried food versus cold sandwiches)
3. Health department clearance
4. Type of equipment and raw materials
5. ADA²² accessibility
6. Congestion considerations

Renovate Residential Properties Along 38th

3801 5 th Avenue	Single Family—boarded
3800-02 Portland Ave	Apartment building—boarded

Commercial development and residential development are directly related to each other and have direct effects on each other. The housing stock must improve in the immediate area. A number of housing units in the immediate trade area of the node show signs of long-term deferred maintenance. The houses in the table above lie directly along 38th Street and are eyesores, therefore these properties are housing priorities for improving 38th and 4th.

Other Recommendations:

If the 4th Avenue food market is demolished, residents had a number of choices in the nearby area for similar products, particularly the Portland Avenue Foods and Deli at 38th Street and Portland Avenue.

1. Strengthen organization of neighborhood administration.

The systemization of tasks and operations of the neighborhood organizations is critical to the efficiency and effectiveness of achieving community goals and objectives. This systemization will strengthen the organizations' preparedness to

²² American Disabilities Act

address the continual issues and politics of neighborhood and community redevelopment. When strong organization is in place, the neighborhood organizations can operate strategically synchronic to maximize their political effectiveness. This systemization includes staying informed such as with MCDA committee meetings, decisions of the planning department, and meetings of the City Council Committees and Functions.

2. Strengthen political relationships and communication.

Whether or not sides agree, the relationship shared among the community organizations and partnerships, community businesses and establishments, the community development agency, planning department, and city council representative must be at least recognized, because each can be effected by the other in significant ways; hence, strengthening the relationships could prove to be beneficial. This may be accomplished by simply increasing the level and frequency of communication. Depending on the political atmosphere and motivations, this may be especially difficult or even undesirable. The onus of making the greatest effort lies on neighborhood organizations. Also, the spearheading group (Bryant Neighborhood Organization) must consistently correspond with MCDA officials (especially in housing, business and community development); planning department; and solicit support from the city council representatives within the community.

3. Increase volunteer membership, morale and leadership.

The enthusiasm, dedication, activeness and leadership of neighborhood volunteers are essential to the power and effectiveness of any neighborhood group. These resources of high morale and good leadership are imperative for economic development at 38th and 4th. One full-time staff person of the spearhead neighborhood or one director of another group taking on the responsibilities of tasks is simply not enough. Volunteers and active block clubs are especially needed to strengthen community action effectiveness, achieve tasks and objectives and keep the momentum of development progress in the community

4. Increase membership morale and leadership.

It is theorized that feeling a sense of ownership is oftentimes the emotion correlated with neighborhood grassroots organizations that observably ignites enthusiasm and

membership morale. People must feel a sense of belonging and importance before eagerness and dedication come to pass. Accepting this, it is then helpful for neighborhood organizations of the redevelopment area to view and advocate the community as a "business and all who are members. particularly, volunteers must see themselves as proprietors "in the *business* of changing their community for a higher standard of quality of life". ". A business that is not organized managed, invested in, or marketed appropriately and effectively will fail. Campaigning this idea can help increase membership morale.

5. Create a "welcoming committee".

As neighborhoods in the primary trade area gain new households, an opportunity to make a good "first impression" on these new members is presented. The welcoming committee would pay a brief visit to new households with a "welcome package" that included neighborhood and community resource listings. Certain considerations would have be made such as, a system by which to stay current of new households in the neighborhood, safety, interpersonal skills and varying strategies for different situations for the greatest effectiveness.

6. Organize beat volunteers.

Increasing the "eyes" on the neighborhood is argued by practitioners to be successful in deterring crime. Meaning, the more people in an area, the less likely a crime would be committed, thus, the greater the safety residents feel. A volunteer beat unit for [especially] the node can be the official neighborhood unit that partners with CCP/Safe for surveillance of the area. This beat unit would serve more in the capacity as "ambassadors" of its respective neighborhood Ambassadorship would also serve the commercial node and primary trade area.

7. Develop a marketing plan.

Once the idea is established that the redevelopment area is a business, it is fundamental to consider a marketing strategy to further campaign for and promote the area. One popular approach is creating a web site. The Internet is increasingly becoming the medium to promote an area's competitive advantage. Some of the ways

which the neighborhoods can promote the redevelopment area of 38th and 4th is by advertising the available property in the respective neighborhoods with some interior illustrations. discussing neighborhood events. On location, erecting welcome signs at the node draws attention to the redevelopment in progress, and a "welcome committee" may also prove to be successful to encouraging those who have recently moved to the area to become active members of the community.

Edward Blakely describes communities as products, meaning that the community must be "packaged" and marketed accordingly. Approaches to attracting businesses and consumers alike to the area must be explored with an objective outlook. At this present moment, "people attraction" is important for the Bryant neighborhood and the surrounding area within the primary market area. The people attracted must exhibit a different attitude as those could be the new neighborhood members that will help change the face of the primary market area (particularly referring to the Bryant Neighborhood) through home ownership.

8. Design the physical environment to deter crime.

In addition to reporting crimes and suspicious activity that occur in the community, efforts to *prevent* those undesirable activities should also be employed. Manipulating the physical environment in manners that will help deter crime is one method. Some ways to go about this method for 38th and 4th follow.

Create Open space

Open space can be effective in encouraging a positive perception of an area and discouraging crime, because it gives way to a feeling of safety. Open space can curtail what may seem like a feeling of crowding (cramped space in the area); and reduces what can also be perceived as "hiding spaces", such as behind shrubs and around building corners. This open space can be achieved at the node through widening the sidewalks by a foot at the node, removing large planters at the node that impede pedestrian passage; and move rubbish bins to the very edge of the sidewalks. Remove wooden sign posts/markers at the node which not only impede a clear view to the street, but are riddled with staples from posted bills. Shrubbery at the fire station should also be trimmed down to a much lower level. Currently, the fire station seems a

separate entity and disengaged from the node and neighborhood. The node must create an open and synergic feeling.

"Green thumb approach"

This approach is the planting of flowers, trees, shrubbery and other greenery to compliment the physical landscape. At neighborhood spring clean-ups, often an event for planting greenery follows, usually flowers, to help deter littering in the neighborhood. The coined phrase I give this is "grow not throw"—grow greenery instead of throw trash. The "green thumb approach" means maintaining a manicured area by trimming trees, cutting low branches, pulling weeds from the sidewalk and beside building facades along the strip. The "green thumb approach" also includes gardening in the area. Planting trees, shrubs and especially flowers. Flowers are in particular need in front of the shrubbery at the fire station and may prove to deter littering at the adjacent bus stop. This attention to appearance can also send a message to criminals that "people are watching"—paying attention to their community. If criminals feel people are watching, they will be less likely to commit those crimes (Officer Gary Nelson).

Improve lighting

Install attractive light posts along 38th, beginning one block beyond both the east and west ends of the strip (This would include the 35W bridge and Elliot Avenue). Criminals are less likely to commit their crimes in very visible, lit spaces (Phillips 1996).

9. Bryant Neighborhood Organization Manage Rental Property.

One of the most assured ways to mitigate the number of absentee landlords in the neighborhood is for the neighborhood organization to seek licensing to enter into property management. By owning and managing properties, the organization can better achieve its neighborhood goals and objectives, such as reducing crime. Along with good financial management, strict and enforced leases with a requirement of attending neighborhood meetings will be the key to successfully reaching those goals and objectives.

Immediate Action Items

The tasks at hand are many. The issues and challenges must not only be addressed appropriately, but counterattacked with the victories of the neighborhood and community. The spearheading neighborhood group, the Bryant Neighborhood Organization, now must develop a strategic plan of action. That strategic plan includes a revisit of goals and objectives, a full inventory, prioritization of challenges and tasks, setting of time lines, identified tactics and a "skills match".

The first immediate action item is to revisit the goals and objectives of the spearheading organization. A revisit on the goals and objectives of neighboring groups is also critical. All parties involved in the redevelopment of the commercial node (38th and 4th) should be in sync. However, upon a revisit of individual group goals, points where possible contention may occur can be noted by the spearheading group at this time.

Next immediate action is to take inventory. This means a full assessment of its organizational capacity (inventory of its membership base, its organization and effectiveness) the resources available to the neighborhood groups and partnerships along with a needs assessment (identifying gaps in resources and assets). In this inventory process the spearheading group must also identify its allies, adversaries and those who seem to remain neutral, yet can still provide support.

After this inventory is taken, the challenges discussed in this report should be prioritized in order of importance to tackle to effectively build on the community's existing victories and accomplish its overall goals.

Setting a time line for each challenge and task, and action item is critical. Progress can be assessed with a time line as the process for redevelopment moves along.

Tactics are necessary to identify especially for each challenge and in communicating with both adversaries and allies. The organizations taking action need to know *how* they will go about accomplishing the objectives and goals.

The "skills match" is about matching the strengths of neighborhood groups with the tasks and challenges of redeveloping 38th and 4th. This also means matching the skills and talents of individuals involved within these neighborhood groups.

Concluding Remarks

Redeveloping a neighborhood commercial node such as 38th Street and 4th Avenue including the 38th Street corridor from 2nd Avenue to Chicago can seem an insurmountable task. It is not impossible. But, successful redevelopment will not plausibly occur through solely traditional means. In answering the question, "*What's next?*" for effective community economic development there are numerous facets of the answer which deem examination. Existing reports postulate conventional and non conventional methods as indirect answers. Conventionality calls for a housing (i.e. property values), physical infrastructure (i.e. adequate floor space), and financial (i.e., neighborhood economics per a market analysis) evaluation of the node in question. Since communities are inasmuch creatures themselves, with individual peculiarities and characteristics; strengths and weaknesses, an approach that pays special attention to a community's individuality and what that uniqueness offers (nonconventional) is most appropriate. It is too narrow to apply only traditional methods of evaluation, and if the neighborhood or community does not meet those determinants, dismiss the neighborhood as unviable. It is only through an holistic and comprehensive method that the most appropriate conclusion for viability can be reached.

This study revealed characteristics of 38th and 4th, and the primary trade area. 38th and 4th offers numerous advantages for redevelopment. However challenging achievement of successful redevelopment may appear, the victory of viability at the

node will depend on the strengths and systemization of neighborhood and community organizations and the partnerships they form.

It is my hope that the study results, evaluations and recommendations in this report serve as a helpful guide for community and neighborhood development groups in their efforts to devise effective development plans to create and maintain a vibrant commercial node.

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Appendices

Appendix A

Survey Sample

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4)

5)

38th Street (& Fourth) Market Study

The Bryant Neighborhood Organization would like your assistance in gathering consumer information about the potential for commercial development along East 38th Street. Please take a few minutes to answer the following questions and return this form to us (either to the person who gave it to you or the BNO office, listed at the bottom of the page.) The more completely you can answer the questions, the more helpful it will be. BNO will use this information to help guide our economic development efforts. All answers are confidential and completely anonymous. Thank you for your help. *Please return by June 30.*

1) Where do you live? (Please circle one):

- Bryant
- Powderhorn
- Other Minneapolis (skip to #6)
- Bancroft
- Kingfield
- Other (skip to #6)
- Central

If you live in one of the neighborhoods above, please complete 2-5:

2) Do you rent or own your home? (Please circle one) rent own

3) How long have you lived in your present neighborhood? (Please circle one.)

- Less than one year
- 8-11 years
- 16-19 years
- 1-3 years
- 12-15 years
- 20 or more years
- 4-7 years

4) Please list two reasons why you moved to where you live now.

1 _____

2 _____

5) How much longer are you likely to stay in this neighborhood?

- Less than 1 year
- 8-11 years
- 16-20 years
- 1-3 years
- 12-15 years
- More than 20 years
- 4-7 years

6) Do you think there is a need for any of these businesses along 38th Street?

Dry cleaner using environmentally safer solutions.	yes	no
24-hour child care	yes	no
Food take-out	yes	no
Laundromat	yes	no
Coffee shop	yes	no

7) How likely are you to use these services, if located near 38th and Fourth?

Dry cleaner using environmentally safer solutions.	Very likely	Somewhat likely	Not likely
24-hour child care	Very likely	Somewhat likely	Not likely
Food take-out	Very likely	Somewhat likely	Not likely
Laundromat	Very likely	Somewhat likely	Not likely
Coffee shop	Very likely	Somewhat likely	Not likely

8) Do you have children? yes no

Please list ages: _____

9) How much do you currently pay in child care *per child* per week?

- Don't use child care • \$26-40 • \$76-90
- \$10-25 • \$61-75 • \$91 or more

10) Do you own a car? yes no

11) How often do you ride the bus for your errands and shopping?

- Never (skip to 13) • 4-7 times/week
- Hardly Ever • 1-3 times/week
- 2 or more times/day

12) Usually, how many minutes long is your bus ride to run errands and shop? _____

13) When you shop for clothes and household items, at which of the following are you likely to shop most often?

- Thrift stores
- Bulk stores
- Upscale department stores
- Discount department stores
- Boutiques
- Malls

14) If a store similar to any of the ones you shop now was located near 38th Street and Fourth Avenue, how likely would you be to shop at this new store instead?

Very likely

Somewhat likely

Not likely

15) A co-op grocery store, which would be owned by people in the community who purchase a share of stock, is planned for 38th and Fourth. What would encourage you to shop there on a regular basis? (Circle all that apply.)

- Low prices
- Fresh meat and butcher on premises
- If it offers both organic and conventional foods
- Natural foods
- Only if it carries my favorite brands
- Deli with prepared foods
- Other (please specify) _____

(15-A) If your conditions (above) were met, how often would you be likely to shop there?

Once a week or more

2-3 times/month

Once a month or less

16) If given the opportunity, would you prefer to shop in or near your neighborhood?

Yes, usually

Sometimes

Not really

17) How likely do you think the following things are to happen along 38th Street in the next five or so years?

New businesses will be developed.	Very likely	Somewhat likely	Not likely
People will feel safer when they walk, drive through, or visit.	Very likely	Somewhat likely	Not likely
Property Values will increase.	Very likely	Somewhat likely	Not likely
New businesses will not be developed	Very likely	Somewhat likely	Not likely
The number of boarded houses will increase	Very likely	Somewhat likely	Not likely

18) Which of the following categories best describes your annual household income?

- Under \$10,000
- \$10,000–\$25,000
- \$26,000–\$35,000
- \$36,000–\$50,000
- Over \$50,000

19) Please circle your age category:

- 18–29 years
- 30–39 years
- 40–49 years
- 50–59 years
- 60 years and over

20) Please circle your gender: Male Female

Please add any comments you would like to make about business development along 38th Street.

Thank you for filling out our survey. If you would like a copy of the final report, leave a message at the BNO phone number below.

**Bryant Neighborhood Organization, 310 E. 38th St., Nr. 127, Mpls., MN 55409
824-3453, fax 824-0791**

Appendix B

Sample of City of Minneapolis Zoning Codes

REPORT: GI1

GENERATED: 21 JUL 92 13:17

RUN: THURSDAY AUG2092 14:16

PAGE 1

REPORT/PROGRAM: /

CITY OF MINNEAPOLIS

DATE:

PAGE: 0

SEQ:

TIME:

DESCRIPTION

CODE

DESCRIPTION

CODE

DESCRIPTION

CODE

DESCRIPTION

CODE

RES. CARE FACILITY . ANC

LABORATORIES CCM

MUSEUM AND ART INST CLA

TELEPHONE EXCHANGE . CTE

NURSING HOME ANH

COMMERCIAL CONDO. ... CCO

LIBRARY CLI

HEAT & COOL UTILITY CUH

SUB SURF LEGAL DESC ASL

SCHOOL CCQ

THEATER CLT

WORKSHOP CWK

TENEMENT A1A

COLLEGE CLASSROOM .. CCR

AUDITORIUM CLU

CONCRETE PROD PLANT ICP

ROW HOUSE A1B

STUDENT CENTER CCS

CONVENTION CENTER .. CLV

FLOUR OR FEED MILL . IFF

4 OR MORE MFAM & RM A1R

FRAT SOC CLUB UNION CCU

MORTUARY CMO

GARBAGE INCINERATOR IGB

TITLE II APARTMENT . A1T

DAY CARE CENTER CDC

MACHINE SHOP CMS

GRAIN ELEVATOR IGE

4 OR 5 UNIT A14

POLICE/FIRE FACILTY CDF

CENTER NEIGH/COMM .. CNC

INDUSTRIAL CONDO. ... IIC

APRTMENT 6 UNIT UP . A16

DRY CLEAN/LAUNDRY .. CDL

NURSERY/GREENHOUSE . CNG

LUMBER/BLDG MAT ILY

BOARD AND LODGING .. A2B

BASKETBALL ARENA ... CEB

NEWSP & PRINT PLANT CNW

MANUFACTURING IMF

CONVENT A2C

GOLF COURSE CEG

OFFICES & APTS. COA

INDSTRL MINI STORG . IMS

STUDENT HSG/DORM ... A2D

BOWLING ALLEY CEL

OFFICE COF

PETROLM PROCESSING . IPP

FRTERNITY/SORORITY . A2F

PARK SHELTER CEP

OFFICE & RESIDENCE . COR

PUMPING STATION IPS

GROUP HOMES/ROOMS .. A2G

COMML RECREATIONAL . CER

STORE AND OFFICE ... COS

INDUSTRIAL RAILWAY . IRR

TRANSNT NAL HSG FAC A2T

STADIUM CET

WAREHOUSE & OFFICES COW

RIVER LOCK IRV

AIRCRAFT RPAIR HNGR CAC

TAVERN CFA

COMPUTER CENTER COX

TANKS ITK

AUTOMOBILE DEALER .. CAD

BAR/FOOD CFB

PARKING GAR/RAMP ... CPK

UTILITY TOWERS ITT

SERVICE STATION CAR

REST'RANT/CAFETERIA CFC

POSTAL SERVICE CPS

NSP UTILITY IUT

SERV STA WITH STORE CAS

FAST-FOOD REST'RANT CFF

REHAB CENTER CQC

WAREHOUSE IWS

VEH/EQP REP & MAINT CAT

FOOD & MEAT PROCESS CFM

RETAIL & APARTMENTS CRA

BED & BREAKFAST MBB

AUTO & TRUCK WASH .. CAW

STORE SUPER MARKET . CFS

RETAIL MULTI-TENANT CRM

DOUBLE BUNGALOW M2B

BANK CBK

GYM/HEALTH CLUB CGY

RETAIL & RESIDENCE . CRR

DUPLEX M2D

BROADCASTING STUDIO CBS

MED PATIENT FAM HSG CHF

SMALL RETAIL STORE . CRS

2 FAM CONV SGL DWLG M2F

BUS TERMINAL CBT

HOTEL CHH

SHOPPING CENTER CSC

SPLT LEVEL/ENT DBL . M2J

CHURCH CCH

MOTEL CHM

DEPARTMENT STORE ... CSD

DBL DWG W/TKUNDR GR M2L

CLINIC MED/DENT/VET CCL

HOSPITAL CHP

MISC STRUCTURES CSG

DOUBLE HOUSE M2M

REPORT: GI1

GENERATED: 21 JUL 92 13:17

RUN: THURSDAY AUG2092 14:16

PAGE 2

REPORT/PROGRAM: /

CITY OF MINNEAPOLIS

DATE:

PAGE: 0

SEQ:

TIME:

DESCRIPTION

CODE

DESCRIPTION

CODE

DESCRIPTION

CODE

DESCRIPTION

CODE

MULTI-FAM & ROOMS .. M3M

SGL FAM CONV STORE . R1S

TRI-PLEX M3T

MLT HOUSES/ONE LOT . R2M

LTD-EQTY C. OP UNIT P1E

TOWN HOUSE-COMMONS . THC

CO-OP LEASHOLD UNIT F1L

TOWN HOUSE MST-BLDG THM

CO-OP (SINGLE UNIT) P1R

TWN-HSE PARKING SPC THP

CONTINU CARE FACILIT P1W

TOWN HOUSE SGL-UNIT THR

CO-OP, UNDIVIDED ... P2B

TOWN HOUSE 2 UNIT .. TH2

CO-OP LTD EQ MASTER P2E

UNDEV. AIR RIGHTS .. VAR

CO-OP LEASHOLD MSTR P2L

BILLBOARD ONLY VBD

CO-OP (MASTR PARCL) P2R

VACANT COMMON AREA . VCA

CONDO & 1 GARAGE ... QG1

CAR LOT EMPTY VCE

CONDO & 2 GARAGE ... QG2

CAR SALES LOT VCL

CONDO OVER 2 GARAGE QG3

CEMETERY W/MONUMNTS VCM

CONDO GARAGE STALL . Q1G

VACNT MIS LNDSCAPED VML

CONDO LIVING UNIT .. Q1R

PARK LOT MISC BLDG . VPK

CONDO RES STORAGE .. Q1S

PARKS & PLAYGROUNDS VPP

CONDOMINUM MST-BLDG . Q2R

VACANT STS & ALLEY . VSA

CONDO., UNDIVIDED .. Q2U

SUB-SRF LAND RIGHTS VSS

PRIVATE GARAGE RPG

UNUSED COMML-INDST . VUC

SINGLE FAM DWELLING R1A

UNUSED RESIDENTIAL . VUR

CONTEMPORARY R1C

UNDRWATER DRAIN BAS VWC

SPLIT LEV SGL DWLG . R1D

... Park Bldg VPR

SPLIT ENTR SGL DWLG R1E

SPLIT DBL BUNGALOW . R1H

SGL DWG W/TKUNDR GR R1K

PARSONAGE/RECTORY .. R1P

RELATIONSHIP BETWEEN LAND USE CATEGORIES AND ZONING DISTRICTS

Revised 2-07-03

LAND USE CATEGORY	ZONING CATEGORY	INTENSITY NUMBER	DENSITY CONTROLS				SAMPLE TYPES OF PERMITTED AND CONDITIONAL (C) USES (Terms are explained on last page)
			MULTIPLE DWELLINGS			FLOOR AREA RATIO	
			E. R. D.	MIN. LOT AREA	D. U. 'S PER ACRE		
COMMERCIAL							
<u>Office</u>	B1 Office/Residence	1	R4	1500	29	1.2 (d) 0.6 (e)	Dwellings, apartment hotels, private clubs, colleges, educational and cultural institutions, medical institutions, offices, recreation and social facilities, religious institutions, and clusters*, community residential facilities (C) Police, fire, post offices, utility substations, day care facility, restaurants, group homes, parking lots and garages, rooming houses
		2	R6	400	108.9	2.9 (d) 0.6 (e)	
		3		300	145	3.4 (d) 0.6 (e)	
		4		300	145	3.4	
<u>Retail</u> Neighborhood level	B2 Neighborhood Retail	1	R3	2500	17.4	1.2	Beauty and barber, drug store, food store, gift shops, hardware, off-sale 3.2, medical and dental clinics, restaurants (no dancing or alcohol), shoe repair, variety and clothing stores, clusters* (C) Commercial parking lots, public services, child care facility, community residential facility, video stores
		2	R4	1500	29.0	1.5	
		3	R5	900	48.4	1.7	
		4	R6	400	109.8	2.7	
	B2S Neighborhood Service						B2 uses plus service stations, bal.aries, dry cleaning, garages, laundromats, 3.2 bar, offices, parking lots, radio and TV repair, restaurants-alcohol incidental, mortuaries, automobile convenience facility
<u>General</u> Comm. level	B3 Community Retail	1	R3	2500	17.4	1.2	B2 uses plus antique shops, banks, department stores, business machine sales and service appliances, furniture, hotels and motels, interior decorating, office supplies, paint and wallpaper, restaurants (no entertainment or dancing and liquor (incidental)), sporting goods, shoes, tobacco shops, travel bureaus, printing establishments, pet clinics (no boarding), off-sale liquor. (C) Planned business developments, facilities for chronically inebriated, overnight shelters
		2	R4	1500	29.0	1.5	
		3	R5	900	48.4	1.7	
		4	R6	400	108.9	2.7	

LAND USE CATEGORY	ZONING CATEGORY	INTENSITY NUMBER	E. R. O.	MIN. LOT AREA	D. U. 'S PER ACRE	FLOOR AREA RATIO	SAMPLE TYPES OF PERMITTED AND CONDITIONAL (C) USES (Terms are explained on last page)
COMMERCIAL <u>General-</u> Comm. Level (continued)	B3S Community Serv.	1 2 3 4	R3 R4 R5 R6	2500 1500 900 400	17.4 29.0 48.4 108.9	1.2 1.5 1.7 2.7	B3 and B2S uses plus amusement establishments, car washes, service stations, bakeries, bicycle sales and repair, blue-printing, catering, costume rental, dry cleaning, employment agencies, feed stores, floor coverings, greenhouses, hospitals, on-sale liquor, motor vehicle sales-up to 1-1/2 tons, pawn shops, gymnasiums, restaurants (live entertainment and dancing-liquor incidental), commercial schools, convenience food and drive-in restaurants (B3S-3 & 4), animal hospitals, sports and health facilities (C) Mobile home sales, secondhand stores, photo processing, auto body shops and painting, community residential facilities
	B3C Community Commercial						B3S uses plus ambulance service, battery and tire service, wholesale meat markets, mobile home sales, motor vehicle sales-over 1-1/2 ton, missions, live poultry, stadium, trailer sales and rental, wholesaling, convenience food and drive-in restaurants (C) Auto body repair and painting, secondhand stores, missions
Downtown	D4 Central Retail District	1	No Maximum Number of Dwelling Units Per Acre			3.0 (F) 6.0 (e) 14.0	Uses designed to accommodate central retail office and wholesale activities of citywide and regional significance with a wide variety of retail shopping opportunities, clusters
		2					
	D4S Central Service District	1				8.0 (F) 3.0 (e) 0.0 (F) 6.0 (e)	Uses which are incompatible with the uses permitted in the central retail district and not allowed therein
		2 & 3					
	D4C Central Commercial District	1 & 2				4.0	Uses which are not compatible with the uses permitted in any other central district and so not permitted therein

*For cluster development requirements, refer to p. 6

LAND USE CATEGORY	ZONING CATEGORY	INTENSITY NUMBER	DENSITY CONTROLS				SAMPLE TYPES OF PERMITTED AND CONDITIONAL (C) USES (terms are explained on last page)
			MULTIPLE DWELLINGS			FLOOR AREA RATIO	
			E.R.D.	MIN. LOT AREA	D.U.'S PER ACRE		
<u>INDUSTRIAL</u> <u>Light</u>	H1 Light Manufacturing	1 2 3 4	R3 R4 R5 R6	2500 1500 900 400	17.4 29.0 48.4 108.9	1.2 1.5 1.7 2.7	Any production, processing, cleaning, servicing, testing, repair or storage or wholesaling of materials except explosives; and subject to performance standards, dwelling units, rooming houses, motels, truck terminals, contractors yards, offices-business and professional, public utility and services, radio and TV stations and towers, restaurants with liquor, stadiums, convenience food and drive-in restaurants, clusters*, cartage and express beyond 300 ft. (C) Chemical dependency centers, penal institutions, drive-in theaters, auto body repair, child care facilities
	H2 Limited Manufacturing						
<u>General</u>	H3 General Manufacturing	1 2 3 4	Dwelling Units and Rooming houses prohibited			1.2 1.5 1.7 2.7	M2 uses plus rail and water freight terminals, rail switching and classification yards, repair shops and roundhouses, extraction operations. Less stringent performance standards; clusters prohibited (C) Storage of flammable and explosive materials, scrap/salvage yard
	T-Technology - Research & Development		Dwelling Units Prohibited			2.7	Existing permitted and conditional uses; biotechnology and agricultural technology, electronics, defense and aerospace technologies, telecommunications, super computer technology, advanced mfg., software technology, management technology, biomedical technology, non-toxic and non-hazardous chemicals and pharmaceuticals, access facilities to mined space development (C) Cafeterias or restaurants (with internal access), commercial parking lots and ramps, planned business or manufacturing developments, supportive commercial, technology and manufacturing

EXPLANATION OF TERMS & NOTES *

<u>TERM</u>	<u>EXPLANATION</u>
Intensity Number	Used in commercial and industrial zoning categories to determine the density of development.
E.R.D.	Equivalent residential density.
Min. Lot Area	Minimum lot area required, in square feet.
D.U.'s Per Acre	Dwelling units per acre.
Floor Area Ratio	The ratio of permitted floor area to lot size. For example, on a 10,000 square foot lot with a 0.7 F.A.R., a building of up to 7,000 square feet can be constructed; if the F.A.R. is 1.4, a 14,000 square foot building can be constructed.
Conditional (C) Uses	Conditional uses require a conditional use permit.
Cluster Developments	Three or more detached dwellings or a row group, or a cluster of attached one-family dwellings without the stacking of units.

Dwelling Units Per Acre and Floor Area Ratio Codes

- (a) For single-family dwellings.
- (b) For two-family dwellings.
- (c) For more than two-family dwellings.
- (d) For residential buildings, apartment hotels, colleges, universities, educational and cultural institutions, health, medical and religious institutions.
- (e) For all other permitted uses.
- (f) For hotels, apartment hotels, and apartment buildings.

*The information in this table is generalized; exceptions and further restrictions exist in the Minneapolis Zoning Code.

RELATIONSHIP BETWEEN LAND USE CATEGORIES
AND ZONING DISTRICTS
(5)

LAND USE CATEGORY	ZONING CATEGORY	INTENSITY NUMBER	DENSITY CONTROLS				SAMPLE TYPES OF PERMITTED AND CONDITIONAL (C) USES (Terms are explained on last page)
			MULTIPLE DWELLINGS			FLOOR AREA RATIO	
			E.R.D.	MIN. LOT AREA	D.U.'S PER ACRE		
Riverfront Related	RR1 Riverfront Residential		R3 to R5		Min-17 Max-48	None except for yard and height regs.	Single family dwellings including cluster developments; Two family dwellings; Multiple family dwellings; Recreational bldgs. & community center-non-commercial; Auto parking-as transitional use; (C) Any use allowed in R1 plus PRD's
	RR2 Riverfront Residential		R5 to R6		Min-48 Max-109		Same as RR1
	RC Riverfront Commercial				Min-36 Max-109	None except for yard and height regs.	Any use permitted in B35 Clubs and lodges; Commercial parking lots & ramps; Amusement establishments (C) Those allowed in RR plus planned business developments.
	TC Technology - (Supportive) Commercial		Dwelling Units Prohibited			2.7	Any use permitted in the T District. Accounting services, attorneys offices, banks, business services, business machine sales and service, telecommunications, computer access services, duplicating services, employment services, office products, printing and duplicating, restaurants, (no dancing or alcohol), secretarial services. (C) Those allowed in T District, convenience food restaurants, day care centers, restaurants (liquor incidental)

CLUSTER DEVELOPMENTS

Cluster developments (commonly known as townhouses) are attached or detached single family homes where each unit is on the ground. All cluster developments require a conditional use permit.

ZONING DISTRICT	MINIMUM LOT AREA	MINIMUM LOT WIDTH
R1	At least 30,000 sq. ft., not less than 6,000 sq. ft. per unit or average zoning lot within 200 ft.	100'
R1A	At least 25,000 sq. ft., not less than 5,000 sq. ft. per unit or average zoning lot within 200 ft.	100'
R2	(same as R1)	100'
R2A	(same as R1)	100'
R2B	At least 15,000 sq. ft., not less than 2500 sq. ft. per unit.	100'
R3	(same as R2B)	80'
R4	At least 15,000 sq. ft., not less than 2,000 sq. ft. per unit.	100'
R5	(same as R4)	100'
R5A	(same as R4)	100'
R6	(same as R4)	100'
R6A	(same as R4)	100'
R7	Not less than 2,000 sq. ft. per unit.	80'
R2-(1&2)	At least 15,000 sq. ft.	80'
R2-(3&4)	(same as R4)	80'
R2S	(same as R4)	80'
R2SP	(same as R4)	80'
R3	At least 15,000 sq. ft.	80'
R3S	(same as B3)	80'
R3C	(same as B3)	80'
R3SP	(same as B3)	80'
R4	(same as R4)	80'
R4S	(same as R4)	80'
R4C	(same as R4)	80'